

**MANAGEMENT  
& PROGRAM  
ANALYST  
GS-0343-09**

**ISO  
STAFF**

**I. POSITION AND ORGANIZATION INFORMATION****Position:**

Management and Program Analyst, GS-0343-09

**Purpose of position:**

The primary purpose of the position is to provide managers with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management, by accomplishing a wide variety of assignments concerned with effectiveness and efficiency of programs and operations.

**Organization:**

Command Support Dept., ISO Division

**Organization goals:****II. MAJOR DUTIES****A. Duty (Critical):**

The employee performs organization structure, workforce staffing/utilization, and/or space utilization studies or portions of studies for procedural and relationship aspects of the organization(s), to improve the efficiency of internal administrative operations. (14%)

**Tasks:**

1. Performs organization structure, workforce staffing/utilization studies on procedural and relationship issues, to identify and develop improvements in efficiency.
2. Conducts studies of work processes in various organizations to identify, analyze, and recommend solutions to problems in organization structure and/or workforce utilization.
3. During reviews/studies, gathers and analyzes data on knowledge, skills, abilities, speed, volume, and quality requirements of the work processes.
4. Develops workload based staffing standards to determine organizational staffing levels.
5. Tracks authorized and assigned workforce; keeps management informed of workforce authorization issues.
6. Develops statistical and narrative data to justify work unit reorganization or position restructuring, in an organization of limited size and scope, for the purpose of determining a more efficient organization.

**Selected Staffing KSAs:**

**B. Duty (Critical):**

Conducts management surveys and/or research projects and provides advisory services on procedural and relationship issues that deal with readily observable program conditions. (14%)

**Tasks:**

1. Plans and conducts management surveys within guidelines provided by higher grade analyst.
2. Develops and administers survey questionnaire, when needed, by adapting similar, previously used formats.
3. Conducts interviews with supervisors and employees to obtain information about organizational missions, functions, and work procedures.
4. Observes work in progress.
5. Researches precedent studies to determine past issues; collects and evaluates a variety of data.
6. Provides information, advice, and/or recommendations, on issues of limited scope and impact to the organization serviced.
7. As a team member, conducts management surveys of clerical, blue-collar and administrative support activities to determine compliance with applicable regulations, procedures and management practices.
8. Prepares narrative report containing a statement of observations, options for change and recommendations for action.

**Selected Staffing KSAs:****C. Duty (Critical):**

Conducts audits of limited scope and mission impact or assists as a team member by auditing a well-defined portion of a larger audit. The work is directly observable and covers tangible and verifiable processes; the accounting system is straightforward and well maintained. Audits are to determine compliance, as well as efficiency and effectiveness of operating practices. (14%)

**Tasks:**

1. Conducts elements of audit survey to determine areas for detailed examination.
2. Interviews staff of the organization being audited to gather information for survey and audit purposes.
3. Conducts further data gathering efforts in support of the survey and audit.

4. Reviews local operating procedures and guidelines not reviewed in the planning stage.
5. Prepares work papers to document work accomplished. Organizes and summarizes audit data to support the individual elements of the audit findings.
6. Drafts summaries of audit results and addresses management issues surfaced in the audit. Provides recommendations for corrective actions.
7. Maintains security and accountability of classified information.

**Selected Staffing KSAs:**

A1, A2, A3

**D. Duty (Critical):**

Writes assigned audit reports presenting findings which typically cover expected issues and cite applicable regulations. Identifies causative situations and recommends corrective action for problems encountered. (14%)

**Tasks:**

1. Prepares reports from audit summaries and informal briefings with management.
2. Prepares memoranda and other routine correspondence requesting data or related access to information from audited agencies.
3. Prepares comments/rebuttals to management responses.
4. Cross-references draft reports to source work papers.
5. Communicates significant audit issues to superiors within the audit agency for resolution.

**Selected Staffing KSAs:**

A1, A2

**E. Duty (Critical):**

Conducts follow-up reviews to verify compliance with recommended action to resolve problems of limited complexity. (14%)

**Tasks:**

1. Reviews management actions in order to determine that previously identified deficiencies have been corrected.
2. Tests available data to verify whether or not management actions were sufficient to correct the previously identified deficiencies.
3. Reports status of management's efforts on completed and outstanding audit recommendations to audit agency management official(s).

**Selected Staffing KSAs:**

A1

**F. Duty (Non-Critical):**

Receive customer complaint from users of the MEO services. Investigate complaints to determine validity. If valid notify and interview the division or department manager to determine the cause and develop corrective action. (14%)

**Tasks:**

1. Conduct thorough investigation of complaints
2. Determine validity, cause and corrective action
3. Brief the Quality Management Board
4. For invalid complaints, provide instruction to the customer concerning the MEO process in question.
5. Prepare a written reply to the customer.

**Selected Staffing KSAs:****G. Duty (Non-Critical):**

Conduct audits of NAF and APF financial accounting processes. (16%)

**Tasks:**

1. Review NAF business plans
2. Review work accomplishments against planned expenditures.
3. Audit each credit card account
4. Document results of audits in a variety of oral and written formats.
5. Make specific recommendations for corrective actions.

**Selected Staffing KSAs:****H. Other Work Requirements**

1. The employee must obtain and maintain then appropriate security clearance.

**III. KNOWLEDGES, SKILLS AND ABILITIES (KSAs)****A. Selected Staffing KSAs:**

1. Knowledge of and skill in applying the principles, theories, techniques, and practices of accounting, management, and auditing to situations encountered
2. Knowledge of the principles, concepts, and techniques of statistical sampling

3. Skill in selecting the principles, theories, techniques, and procedures of auditing best suited to the audit assignment

**B. Basic Training Competencies:**

1. Ability to maintain good working relations
2. Ability to plan, organize work, and meet deadlines
3. Ability to recognize and analyze problems, conduct research, summarize results, and make appropriate recommendations
4. Knowledge of automated data processing concepts, systems capabilities, and economic usage to effectively complete assignments
5. Ability to meet and deal with customers using a high degree of tact and diplomacy
6. Ability to research, analyze, interpret and apply rules, regulations, and procedures
7. Knowledge of policies, programs, organizations, functions, resources, and legislation affecting the program(s) and the organizations studied or served, and related customers, functions, resources, and users
8. Ability to develop and utilize appropriate data collection techniques
9. Ability to communicate orally and in writing
10. Ability to advise others
11. Ability to plan, conduct and record surveys and inspections
12. Knowledge of and skill in applying the principles, theories, techniques, and practices of accounting, management, and auditing to situations encountered
13. Knowledge of the precedents applicable to auditing assignments
14. Knowledge of basic trends and current developments in the auditing profession within the government, in public accounting firms, and in industry
15. Knowledge of the functions audited
16. Knowledge of generally accepted auditing standards
17. Knowledge of the principles, concepts, and techniques of statistical sampling
18. Skill in applying knowledge of an organization's procedures, operations, and applicable legislation in the conduct of an audit
19. Skill in selecting the principles, theories, techniques, and procedures of auditing best suited to the audit assignment
20. Skill in quickly acquiring knowledge of the specialized procedures and subject matter encountered
21. Skill in observing, recognizing, and distinguishing pertinent details
22. Skill in conducting interviews
23. Knowledge of generally accepted accounting principles and standards
24. Ability to give oral presentations
25. Ability to communicate in writing
26. Basic knowledge of the applicability and limitations of data processing procedures and controls, electronic communications, spreadsheet analysis, and database creation and utilization
27. Skill in visualizing the effect(s) of recommended changes
28. Ability to identify problems and develop innovative solutions

**IV. CLASSIFICATION FACTORS**

**Factor 1. Knowledge**

**Level 1-6 (950 Points)**

1. The work requires one or more of the following:

- Knowledge of management and organization principles, theories, including administrative practices and procedures common to the organization or area of responsibility.
- Skill in applying analytical and evaluative techniques to the identification, consideration, and resolution of issues or problems of a procedural or factual nature.
- Knowledge of and skill in applying conventional methods to gather, analyze, and evaluate information concerning management processes, draw conclusions, and recommend appropriate action.
- Skill in conducting interviews with supervisors and employees to obtain information about organizational missions, functions, and work procedures.

2. - A professional knowledge of the practices, methods, and techniques of accounting and auditing required to independently perform auditing assignments using methods and techniques that are conventional and apply to most situations encountered.

- A general knowledge of agency programs and their governing statutes, regulations, practices, and procedures sufficient to determine degree of compliance, reasonableness of operations, and adherence to accepted accounting principles and/or management practices.

**Factor 2. Supervisory Controls**

**Level 2-3 (275 Points)**

The supervisor assigns the employee to auditing efforts. The supervisor or team leader outlines the audit approach, discusses any specific instructions, requirements or goals, and defines objectives, priorities, and deadlines. The auditor independently plans and carries out the assignment, handling problems in accordance with policies, guidelines, and accepted accounting and auditing practices. Completed work is reviewed for reasonableness and supportability of findings and recommendations, as well as adherence to professional audit standards.

**Factor 3. Guidelines**

**Level 3-3 (275 Points)**

Guidelines include agency audit manuals, acquisition regulations, cost accounting standards, standard audit programs, previous audit reports, and general instructions pertaining to the accounting system requirements for various programs and functional areas. The guidelines are interpretive in nature and do not specifically cover all situations encountered. The auditor frequently is required to exercise judgment to modify or adapt audit techniques, methods or plans to meet the audit situation, to determine whether the use of quantitative methods and sampling methods are appropriate, and to determine whether findings are acceptable or a cause for an adverse report.

**Factor 4. Complexity**

**Level 4-3 (150 Points)**

Audit assignments require the use of standard audit techniques to complete assignments that are well-precedented. The auditor evaluates work processes, conditions, and accounting or control systems that are usually well-defined

portions of more difficult or complete audits. The work requires comparing conditions observed or readily available data with requirements specified by regulations or generally accepted accounting practices.

**Factor 5. Scope and Effect** **Level 5-3 (150 Points)**

The purpose of the work is to independently conduct a variety of audit processes using standard audit procedures. The audits conducted measure the degree of program and financial management compliance with regulations and adherence to accepted accounting principles and management practices. The work affects the way systems and programs operate, by providing the information necessary for corrective actions.

**Factor 6. Personal Contacts** **Level 6-2 (25 Points)**

Personal contacts are with employees and managers working in a variety of program and functional areas within the agency.

**Factor 7. Purpose of Contacts** **Level 7-2 (50 Points)**

The purpose of contacts is to plan, coordinate, or conduct audit assignments. The auditor resolves problems related to assignment of audit responsibility, coordinates the technical support of subject-matter experts, resolves questions, and clarifies differences of opinion.

**Factor 8. Physical Demands** **Level 8-1 (5 Points)**

The work is primarily sedentary. Typically, the employee sits comfortably to do the work, however, there may be some walking; standing; bending; carrying of light items (such as papers, books, or small manuals). Mobility is required since frequent visits to audit sites, DoD offices, and off-site installations are necessary.

**Factor 9. Work Environment** **Level 9-1 (5 Points)**

The work is usually performed in an office setting requiring normal safety precautions.



## V. CLASSIFICATION SUMMARY

## In this position:

Duty A. 14% GS-0343-09 Management Analyst  
Organizational Efficiency Studies

Duty B. 14% GS-0343-09 Program Analyst  
Program Effectiveness Surveys

Duty C. 14% GS-0511-09 Auditor  
Conducts Audits

Duty D. 14% GS-0511-09 Auditor  
Audit Reports

Duty E. 14% GS-0511-09 Auditor  
Follow-Up Reviews

Duty F. 14% GS-User defined duty. Not classified by system. The final grade may or may not be appropriate.-  
Complaints Investigation

Duty G. 16% GS-User defined duty. Not classified by system. The final grade may or may not be appropriate.-  
Financial Audits

## List of Modified Duties and Factors:

Duty A. has been edited. The final grade may or may not be appropriate. The factors have not been changed.

Duty B. has been edited. The final grade may or may not be appropriate. The factors have not been changed.

Duty C. has been edited. The final grade may or may not be appropriate. The factors have not been changed.

Duty F. has been added.

Duty G. has been added.

The classification criteria are contained in the Office of Personnel Management FES Position Classification Standard for the Auditing Series, GS-511 (TS-63, dated May 1982).

The classification information in this menu is based on the US OPM Position Classification Standard for Management and Program Analyst, GS-343, August 90 (TS 98) and the US OPM Administrative Analysis Grade-Evaluation Guide, August 90 (TS-98).

GS-09 Point range: 1855 - 2100  
Total Point: 1885